A 90-DAY PLAN TO JUNP-START NEW EMPLOYEE PERFORMANCE

A 90-DAY PLAN TO JUMP-START New Employee Performance

After multiple interviews and lots of searching, you've finally found the perfect person to join your team. They've accepted your offer, and you're ready for them to get quickly up to speed and succeed.

But if you don't have a great onboarding program in place for new hires, you're setting up that person to fail before they've even started. And in the long run, you'll lose the candidate you just hired. In fact, according to an Allied Workforce Mobility Survey, companies lose almost one-quarter of all new employees within a year, and many other new hires never reach the target productivity levels.

"You have a honeymoon with a new team member when they are very enthused, excited and energized," Dave says. "Don't let all the air out of their balloon by not having a fast track in place for them to enter your team."

So what do you need to put a great onboarding program in place? The following checklist will help get you started. These are some of the steps we use at Ramsey Solutions for every new person who joins our team.

2

BEFORE THE HIRE

CREATE A KRA

2

Create a detailed, written job description before you ever hire a candidate for a position. At Dave's company, it's called a Key Results Area (KRA). A KRA clearly defines in detail what the team member needs to do to be successful at their job. By writing the requirements down, you clarify the position for both yourself and the potential team member. It's also used in one of the interviews to make sure you hire people who possess the skills needed to win in the role.

ORDER SUPPLIES AND EQUIPMENT

What can kill excitement for a new job faster than Usain Bolt on race day? It's when a new hire shows up on day one ready to slay it, but you don't have the tools or resources for them to start work. So instead of being hyped and ready to win, they're sitting at their desk, twiddling their thumbs and probably thinking, What kind of idiot am I working for?

At Dave's company, every item the new team member needs is ordered soon after the job is budgeted for—computer, phone, etc. It's not unusual to see an empty desk with a laptop ready to go before the first interview has ever taken place.

ONE WEEK PRIOR TO DAY 1

SEND HR PAPERWORK IN ADVANCE

 Winning second place as an enthusiasm killer is filling out paperwork. Nothing makes a day drag like trying to figure out a W-4 or I-9. It's a long, boring and unfortunately necessary task for every new employee. So why don't you send it in advance for them to complete? When they arrive on the first day, they'll hand in their paperwork and ID to complete their I-9, then it's off to the races!

SEND A WELCOME LETTER

Along with the paperwork, our HR department sends each new person a welcome email. Besides officially greeting them, it tells them what to expect on their first day, plus it includes a schedule and other important information, like where to park and how to get into the building.

PURCHASE A WELCOME CARD

1

To make a new hire feel welcome the minute they walk in the door, buy a card and have every member of their team sign it. Put it on the new employee's desk before they arrive.

DAY 1 WELCOME

GREET THEM

The first day is both scary and exciting for new team members. No new hire should ever walk through the door on the first day without someone there to greet them, show them where to go, and make them feel welcome.

GIVE A TOUR

Remember, a brand-new hire doesn't even know where the bathroom is. Give them a campus tour on day one, and introduce them to the team. If your company is too big for individual introductions, make sure to introduce them at your next staff meeting.

GO OVER POLICIES AND PROCEDURES

- □ Take time to review your company's policies and procedures, benefits, and core values with your new team member on their first day, so they know how to be successful on your team.
- Our HR department prepares an information packet that includes a checklist of tasks they have to complete in their first 90 days. Their individual leader then explains the new hire's KRA with them to ensure they understand their duties.

TAKE THEM TO LUNCH

1

Nothing makes someone bond with others or feel welcome more than a shared meal. Treat new team members to lunch with a few key members of your team, so everyone can get to know each other.

FIRST 90 DAYS

DO A CULTURE DUNK

2

This may seem like the oddest piece of advice you'll receive, especially if you're desperate for additional help. But we guarantee it works. No one at Ramsey Solutions begins work on day one. Each person is dunked into the culture, which means they are given time to learn about the company and our core values, including a required reading list and job training. On some teams, it takes a month to get a new person up and running prior to them starting individual work.

SCHEDULE REGULAR CHECK-INS

During the first 90 days, schedule time to periodically check in with new team members to see how they are faring. Are there any issues they need help with or don't understand? Are they fitting in with the team? Your goal is to show them that they have support and to tackle issues before they become problems.

90 DAYS

2

90-DAY CHECK-IN/CELEBRATION

- For the first 90 days at Dave's company, each team member is on probation. During that time, the company has little obligation to them. The same holds true for the team member, with the company on trial. Once the three months are over, though, it's time to celebrate as the new employee becomes an official member of the family.
- Each of our team members meets with Dave for dinner, where he shares stories about the company, answers any of their questions, and gets to know them. For many of us, the dinner with Dave is one of our favorite moments here.

REQUIRED READING

Dave feels so strongly about the power of books, he requires all new team members to read seven essential ones in their first 90 days on the job. The list includes:



EntreLeadership

EntreLeadership features the principles Dave used to grow his business from a card table in his living room into a national brand.



The Go-Getter

This classic book teaches a critical success principle. Success in any area of your life requires deciding you will not be denied from reaching your goal.



The Go-Giver

The Go-Giver tells the story of an ambitious young man named Joe who learns that changing his focus from getting to giving ultimately leads to unexpected returns.



The Legend of the Monk and the Merchant

The Legend of the Monk and the Merchant will change the way you think about your career, wealth and true success.



1

QBQ!

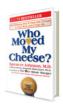
Dave says, "John Miller is one of the few people I've allowed to be a guest on *The Dave Ramsey Show*. *QBQ* is the best book on personal responsibility available today."

REQUIRED READING



Rhinoceros Success

Rhinoceros Success is about unleashing the persistence and tenacity necessary for success.



2

Who Moved My Cheese?

One of the world's most recognized experts on management presents a simple parable filled with insights designed to help readers manage change quickly and prevail in changing times.

4 ONBOARDING MISTAKES TO AVOID

As a longtime HR professional, Armando Lopez, Dave's Executive Director of HR, has learned through the years what works and what doesn't when it comes to onboarding new team members. He recently sat down with us to discuss the most common mistakes smallbusiness owners make and how to avoid them.

1. WAIT UNTIL DAY ONE TO START ONBOARDING

1

Onboarding a new hire should start when they accept the job—not the candidate's first day of work. "You want people to be as engaged and excited as the moment they said yes," Armando says. "We have a call program, and we stay in touch with them through that two-week period."

2. NOT READY FOR THE NEW HIRE

The biggest mistake employers make is not being prepared for a new hire to join the team. Everything the new person needs to begin work—down to the smallest details, like pens and notepads—should be ready for them before they walk through the door. You also need to deputize your other team members to show them the ropes, answer any questions, and generally make them feel at home.

"If you're not ready, you're making a very poor impression," Armando says.

4 ONBOARDING MISTAKES TO AVOID

3. PASSING THE WELCOME BUCK

If someone is joining your team, you or their leader need to be there to welcome them, no matter how tight your schedule. Once that's accomplished, you can hand them over to others to take them through the first day. "It's about putting your best foot forward and making a good first impression," Armando says.

4. NOT MEETING THEIR EXPECTATIONS

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Another common mistake, says Armando, usually doesn't show up for a week or two after a new employee comes onboard. That's when the job is different than what was discussed during the interview process. "Don't sell something and then do the bait and switch," Armando says. "No one wins when you do that."

NEXT STEPS

To help you on your path to becoming a better business leader, check out the resources EntreLeadership has to offer:

ENTRELEADERSHIP PODCAST

Our highly rated EntreLeadership Podcast features interviews with some of the top business and thought leaders across the country. <u>EntreLeadership.com/podcast</u>

ENTRELEADERSHIP ADVISOR

Watch your email inbox to receive Dave Ramsey's EntreLeadership newsletter twice a month.

ALL ACCESS

Want to put into place the principles you've learned today? All Access, our online coaching and community program, features all 20 EntreLeadership Master Series video lessons, weekly eCoaching with on-demand playback, Mastermind groups, expert interviews, video coaching tips, and tons of premium content. <u>EntreLeadership.com/allaccess</u>

UPCOMING EVENTS

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EntreLeadership 1-Day: <u>EntreLeadership.com/E1D</u> EntreLeadership Summit: <u>EntreLeadership.com/Summit</u> EntreLeadership Master Series: <u>EntreLeadership.com/EMS</u>